

**1. Introduction**

The purpose of this requirement is to provide Advisory and Assistance Services (A&AS) through contract in support of activities in the Nuclear Command, Control, Communications, (NC3) Integration Directorate (NC), Air Force Nuclear Weapons Center (AFNWC), Hanscom Air Force Base (HAFB), Massachusetts (MA).

The Contractor shall provide A&AS to support and improve: organizational policy development; decision-making; management and administration; program and/or project management and administration; and research and development activities.

Support services shall also include but are not limited to the furnishing of technical expertise or assistance rendered to improve the effectiveness of Government management processes or procedures (including those of an engineering and technical nature). In rendering the foregoing services, outputs may take the form of information, advice, opinions, alternatives, analyses, evaluations, recommendations, training and the day-to-day aid of support personnel needed for the successful performance of ongoing Government operations. Support services areas are categorized as engineering, technical, developmental, professional and administrative services.

**2. Place of Performance and Duty Hours**

The places of performances are including but not limited to Hanscom Air Force Base (AFB), MA and Kirtland AFB, New Mexico (NM).

Normal work days are Monday through Friday except US Federal holidays and other Government-observed days. Employees normally work eight hours per day, 40 hours per week. However, short-term surge situations and TDY work requirements may make performance necessary on an as needed basis to support mission requirements. The Contractor must ensure that this type of contingency support can be provided. The Contractor shall coordinate individual work schedules with the COR to satisfy overall mission requirements. Core duty hours are established by the local base commander.

**3. Background Information**

The Air Force Nuclear Weapons Center (AFNWC) Nuclear Command, Control, and Communications Integration Directorate (AFNWC/NC) mission is to deliver integrated NC3 capabilities warfighters use every day to deter and assure. The Directorate ensures ongoing NC3 programs, legacy systems and new capabilities are fully integrated as part of the Air Force's overall effort to sustain, modernize, and recapitalize the nuclear enterprise. The Directorate serves as an integrator ensuring that current and future NC3 capabilities across the spectrum are being evaluated and considered in concert. The AFNWC/NC is subordinate to the AFNWC and is responsible for integrating NC3 materiel management across the Air Force Materiel Command (AFMC) to include authority and responsibility for weapon system architecture, weapon system configuration management, weapon system risk management, product support integration, overall integration, system test, system verification and system certification.

**AFNWC/NC Directorate**

The AFNWC/NC Directorate is headquartered at Hanscom Air Force Base, MA, with an operating location at Kirtland AFB, NM, and Embeds at Los Angeles AFB, CA; Wright Patterson AFB, OH; Tinker AFB, OK; Hill AFB, UT; Robins AFB, GA, and Barksdale AFB, LA. It provides support to the Program Executive Office (PEO), the Deputy Director, Deputy AFPEO NC3 and staff for acquisition and administrative control of all NC divisions, branches, and programs. It

consists of the office of the Chief Engineer (EN), an Executive Section, Financial Management (FM), Operations Management (OM), Information Protection (IP), Contracts (PK), Cyber, Logistics (LG), the Program Execution Group (PEG) and Intelligence (IN). The Directorate is currently organized into two (2) NC3 Divisions: Analysis and Integration.

**Analysis Division**

The Analysis Division's primary mission is to lead USAF NC3 systems-of-systems engineering analysis and assessments to support the Air Force Nuclear Command, Control and Communications Weapon System (AF NC3 WS), utilizing USAF sustainment and product support processes to establish and maintain a cohesive AF NC3 WS during the operations and support phase of the systems lifecycle. It consists of 3 branches: Product Support Integration, Risk Management, and Configuration Management.

The Product Support Integration Branch provides product support to the Air Force Nuclear Command, Control and Communications Weapon System (AF NC3 WS) and includes overall reporting on the AF NC3 WS state-of-health via data collection and analysis collected from the Program Management Offices (PMOs) and various databases (examples include IMDS, CAFDex, PMRT, LHA, etc.). It works closely with the logistics community to evaluate supply chain supportability, risk management and performance across AF NC3 WS constituent systems, established Life Cycle Support Plan (LCSP) for the AF NC3 WS.

The Risk Management Branch is responsible for monitoring, assessing and reporting on AF NC3 Weapon System Risks. The branch integrates risks, issues and opportunities across the constituent systems that comprise the AF NC3 WS and its external dependencies for submission to the Risk Management Working Group (RMWG) and AF NC3 Weapon System Risk Management Board (RMB). The branch integrates into other NC3 forums including the NCI Steering Group, Integrated Product Teams (IPT) and NC3 Strategic Team.

The Configuration Management Branch is responsible for the management of the configuration of the AF NC3 WS for the effective, efficient and comprehensive system-of-systems (SoS) configuration management for the modernization and sustainment of the AF NC3 WS.

All three branches engage within and outside the AF NC3 Integration Directorate and AFPEO NC3, as well as with multiple AFPEOs, MAJCOMs, services and agencies.

**Integration Division**

The Integration Division's primary mission is to lead the effort to model, test and certify the current Air Force Nuclear Command, Control and Communications Weapon System (AF NC3 WS), through a system of systems engineering approach, utilizing the latest technologies to architect and operationalize a fully integrated and modernized AF NC3 WS. The Division partners with the AF NC3 Center, AFGSC, USSTRATCOM, HAF/A10, AFRL, SAF, the Navy and other key stakeholders to examine emerging technologies and determine the most effective tools and methods to meet this objective. It consists of 3 branches: Test and Certification, System of Systems, and Architecture and Modeling.

The Test and Certification (T&C) Branch is responsible for developing and implementing test analysis and mission worthiness certification processes used to evaluate the AF NC3 WS mission execution effectiveness. In conjunction with the SoS and A&M Branches, the T&C Branch executes activities that lead to the identification of capability gaps. Additionally, the T&C Branch collaborates with NC3 entities within the Navy, other United States Air Force partners

and select stakeholders to create federated test facilities and technology testbeds to identify NC3 WS insertion candidate technologies.

The System of Systems (SoS) Engineering Branch is responsible for overarching modernization of the current AF NC3 WS through identification and implementation of the latest communications and networking technologies. The SoS Engineering Branch works hand-in-hand with the Architecture and Modeling and Test and Certification Branches to develop, model, test and certify requirements to meet DoD, AF and USSTRATCOM objectives for a modernized, integrated and fully operational AF NC3 WS. Additionally, the SoS Engineering Branch works closely with their counterparts at the Navy, USSTRATCOM, NC3 Center, AFGSC, AFRL and Industry as well as other stakeholders such as SAF, HAF, etc.

The AF NC3 Architecture and Modeling (A&M) Branch is responsible for documenting and analyzing various AF NC3 WS configuration baselines. The A&M Branch works closely with the System of Systems and Test and Certification Branches to determine the requirements for modeling and integrated product development for system analysis as well as the Analysis Division to obtain current system data which is inputted into the modeling tools.

#### **4. Scope and Tasks**

The Contractor shall provide a broad range of professional acquisition, engineering, logistics, and cost analysis support services to support integrated program management of constituent systems of the AF NC3 WS in their lifecycle acquisition and sustainment activities. Support services to be provided include a variety of products and analysis services in support of NC3 Directorate's (AFNWC/NC) activities. All support services provided under the task order (TO) shall comply with applicable statutes, regulations, policies, and other requirements, whether the services are acquired by or on behalf of DoD, as required by Department of Defense Instruction (DoDI) 5000.02 and Air Force Instruction (AFI) 63-101/20-101. Support services shall be in accordance with the functional areas and Attachment 06 entitled "B Table."

##### **4.1 Program Management Support Services**

The Contractor shall provide program management support services. Tasks include but are not limited to:

- Investigating, analyzing, planning, evaluating, drafting and/or recommending solutions for project/program efforts.
- Providing issue resolution and recommendation support to achieve desired project/program outcomes.
- Applying broad knowledge of organizational missions and projects, such as acquisition management and modernization planning.
- Applying knowledge of and expertise with acquisition management, program management, budget/finance principles and methodologies, modernization planning and the Planning, Programming, Budgeting, and Executing (PPBE) process.
- Reviewing initial and revised acquisition documents and provide the enterprise level perspective to ensure consistency and accuracy.
- Providing comments on acquisition documentation that add value from an enterprise perspective and facilitate an integrated, system- of-systems approach across the division.

##### **4.2 Financial Management Support Services**

The Contractor shall provide financial management support services. Support services include but are not limited to:

- Assisting, preparing, developing and delivering support for acquisition- related financial management processes governed by AF and DoD Comptroller policy.

- Providing technical expertise regarding DoD acquisition phases (DoD 5000.2) and of the relevant DoD financial management regulations (DoD 7000.14, all relevant volumes) associated with budgeting and financing acquisition and sustainment programs.
- Providing technical expertise of AF 65-series instructions which address AF level budgetary processes, accounting methods and coding practices and appropriation types.
- Providing technical expertise on DoD fiscal policy controls regarding the purpose of each appropriation, availability of the appropriation for new obligations or prior year obligation adjustments and budget authority limits for ensuring compliance with legal limitation controls.
- Providing technical expertise for financial management across multiple programs in their acquisition life cycle to include pre-engineering development, engineering development, testing, fielding and sustainment.
- Providing technical expertise to multiple DoD funds control and governance processes such as, but not limited to, investment BA, O&M BA, reimbursable BA, annual authority, quarterly authority, reprogramming authority, legal limitations and statutory floors or ceilings.
- Providing technical expertise on financial management and accounting functions, processes and analytical methods and techniques to gather, analyze, evaluate and present information required by program or project managers and customers.
- Preparing program budgets, reports and financial documentation; draw conclusions and draft solutions to funding/budgeting requirements & problems relating to improvement of financial management effectiveness, work methods, financial systems, and procedure efficiency.
- Performing budget forecasting tasks, variance identification and analysis, program or financial execution reporting and reviews, schedule analysis, earned value management (EVM) analysis and/or provide recommendations to the program office on all matters relating to budget, schedule or EVM.
- Identifying accounting discrepancies and take appropriate corrective actions.
- Using automated management information systems in performing fact finding, analytical and advisory functions.
- Compiling division level financial material from a variety of sources in support of various tasks and requirements for financial metrics, Financial Improvement and Audit Readiness (FIAR) compliant audits, management internal control program, self-assessment program and routine reporting.
- Advising or assisting with the development of program specific funds management documentation and/or assist in the execution of automated models and control techniques to aid decision making. This may include generating funding, forecasting, programming and budget information and documentation using applicable databases and software.
- Preparing, developing and/or assisting with financial papers, briefings or other inputs to support various events, such as but not limited to, Budget Execution Review (BER), Integrated Baseline Review (IBR), Milestone Decision Review (MDR), Monthly Activity Report (MAR), Program Management Review (PMR), Acquisition Strategy Plan (ASP) and/or Integrated Product Team (IPT) risk assessments.
- Drafting financial data documentation for submission to the Government financial lead/analyst, such as but not limited to, Procurement Documents [P-DOCS], Research

- Test Development and Evaluation Documents [R-DOCS] and Program Objective Memorandum (POM).

- Providing status of approved, deferred and released funds using new or existing organizational formats. Identifying, preparing and assisting with correction of posting errors in financial records.
- Drafting a variety of funding documents in support of unit/organizational programs, such as but not limited to, Purchase Requests (PRs), Military Interdepartmental Purchase Requests (MIPRs), project orders and other financial documents IAW FM policy and regulations.
- Generating, maintaining, and documenting an independent audit trail to track, record and report the status of each funding document to ensure proper use of all funds (active, expired and cancelled). Submitting to Government financial lead/analyst for approval/review.
- Generating and delivering quick-turnaround “what-if” funding drill assessments and/or provide data retrieval and analysis for ad-hoc reporting requirements or other data calls.
- Supporting AF or DoD exercises and simulations designed to assess the unit’s ability to support real-world scenarios in a compliant and timely manner.
- Monitoring, reporting and maintaining reimbursable budget program.
- Performing research and analysis for accounting related issues using a variety of online query systems and tools such as, CCaRS, CRIS, WAWF and FM Suite.
- Maintaining the financial database, input financial and contracting data and extract ad-hoc reports.

#### 4.3 Cybersecurity Engineering<sup>1</sup>

The contractor shall provide cybersecurity engineering services. Tasks include but are not limited to:

- Providing cybersecurity engineering services personnel certified in accordance with DoD 8570.01-M standards at initiation and throughout the period of performance of the TO . (CDRL A001).
- Providing system deliverables that are compliant with DoD and Air Force cybersecurity policy, specifically DoDI 8500.01, *Cybersecurity*, and AFI 17-130, *Air Force Cybersecurity Program Management*.
- Providing application deliverables that are complaint with Public Law 111- 383. Providing application deliverables that are in compliance with DISA *Application Security Development Security Technical Implementation Guide* (STIG), which includes the need for source code scanning to mitigate vulnerabilities associated with SQL injections, cross- site scripting and buffer overflows.
- Providing compliance with DoD and Air Force Certification and Accreditation policies, specifically Department of Defense Instruction (DoDI) 8510.01, *Risk Management Framework (RMF) for DoD Information Technology*, and AFI 17-101, *The Risk Management Framework (RMF) for Air Force Information Technology*, to ensure cybersecurity policy is implemented correctly on all systems.
- Supporting activities to meet the requirements of DoDI 8520.02, *Public Key Infrastructure (PKI) and Public Key (PK) Enabling*, in order to achieve standardized, PKI-supported capabilities for biometrics, digital signatures, encryption, identification and authentication.

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<sup>1</sup> DoD 8570.01-M will be replaced by a DoD 8140 manual at a date to be determined, a reference name is not yet available.



- Providing technical expertise and support to ensure the confidentiality, integrity, and availability of systems, networks, and data through the planning, analysis, development, implementation, maintenance, and enhancement of information systems security programs, policies, procedures, and tools.
- Ensuring support services personnel performing cybersecurity activities obtain, and remain current with, technical and/or management certifications to ensure compliance as directed by DoD 8140 and outlined in DoD 8570.01-M, Appendix 3, Table 2,<sup>2</sup> AFMAN 33-285.
- Supporting the system/application authorization and accreditation (A&A) effort, to include assessing and guiding the quality and completeness of A&A activities, tasks, and resulting artifacts mandated by governing DoD and Air Force policies (i.e., Risk Management Framework (RMF)).
- Recommending policies and procedures to ensure the reliability of and accessibility to information systems and to prevent and defend against unauthorized access to systems, networks, and data.
- Conducting risk and vulnerability assessments of planned and installed information systems to identify vulnerabilities, risks, and protection needs.
- Promoting awareness of security issues among management and ensuring sound security principles are reflected in organizations' visions and goals.
- Conducting systems security evaluations, audits, and reviews.
- Recommending systems security contingency plans and disaster recovery procedures.
- Recommending and implementing programs to ensure that systems, network, and data users are aware of, understand, and adhere to systems security policies and procedures.
- Participating in network and systems design to ensure implementation of appropriate systems security policies.
- Facilitating the gathering, analysis, and preservation of evidence used in the prosecution of computer crimes.
- Assessing security events to determine impact and implementing corrective actions.
- Ensuring the rigorous application of information security/cybersecurity policies, principles, and practices in the delivery of all IT services.
- Providing support services in accordance with Information Assurance Workforce System Architecture and Engineering (IASAE) position as outlined in AFI 17-130, AFI 17-101 and AFMAN 17-1303 for assigned systems.
- Providing support services in accordance with DoDI 8510.01 for assigned systems/applications.

#### 4.4 System Cybersecurity Engineering<sup>3</sup>

The contractor shall provide system cybersecurity engineering services. Tasks include but are not limited to:

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<sup>2</sup> DoD 8570.01-M will be replaced by a DoD 8140 manual at a date to be determined, a reference name is not yet available.

<sup>3</sup> In compliance with DoD Instruction 8500.01, Para 1(d), which adapts the term "cybersecurity" as it is defined in National Security Presidential Directive-54/Homeland Security Presidential Directive-23 to be used throughout the DoD instead of the term "information assurance (IA)

- Providing system cybersecurity personnel certified in accordance with DoD 8570.01-M standards at initiation and throughout the period of performance of the TO. (CDRL A001).
- Providing system deliverables that are compliant with DoD and Air Force cybersecurity policy, specifically DoDI 8500.01, *Cybersecurity*, and AFI 17-130, *Air Force Cybersecurity Program Management*.
- Providing compliance with DoD and Air Force Certification and Accreditation policies, specifically Department of Defense Instruction (DoDI) 8510.01, *Risk Management Framework (RMF) for DoD Information Technology*, and AFI 17-101, *The Risk Management Framework (RMF) for Air Force Information Technology* to ensure that cybersecurity policy is implemented correctly on systems,
- Supporting activities and meeting the requirements of DoDI 8520.02, *Public Key Infrastructure (PKI) and Public Key (PK) Enabling*, in order to achieve standardized, PKI-supported capabilities for biometrics, digital signatures, encryption, identification and authentication.

#### 4.5 Data Analysis Support Services

The Contractor shall provide data analysis support services. Tasks include but are not limited to:

- Providing statistical support services to raw test data and communications networks systems principles.
- Providing and making recommendations on multiple statistical analysis tools relevant to the analysis of communication system architectures and network models as well as provide advance Microsoft Excel support.
- Providing data analysis technical expertise to problem solve and troubleshoot various situations and to develop outcomes within established program and project guidelines.

#### 4.6 Systems Analysis Support Services

The Contractor shall provide support services that involve applying analytical processes to the planning, design and implementation of new and improved information systems to meet the business requirements of customer organizations. Tasks include, but are not limited to:

- Performing needs analyses to define opportunities for new or improved business process solutions.
- Consulting with Government to identify and recommend requirements.
- Recommending overall functional and systems requirements and specifications.
- Conducting business process re-engineering.
- Conducting feasibility studies and trade-off analyses.
- Preparing business cases for the application of IT solutions.
- Recommending systems scope and objectives.
- Developing cost estimates for new or modified systems.
- System Component Integration, e.g. procedures, databases, policies, software and hardware.
- Planning systems implementation and/or ensuring the rigorous application of information security/cybersecurity policies, principles and practices to the systems analysis process.

#### 4.7 Enterprise Architecture Support Services

The Contractor shall provide support services that involve analysis, planning, design, implementation, documentation, assessment and management of the enterprise structural

framework to align IT strategy, plans and systems with the mission, goals, structure and processes of the organization. Tasks include, but are not limited to:

- Developing reference models of the enterprise and maintaining the information in the IT repository.
- Determining the gaps between the current and the target architecture and recommending plans for transitioning to target architecture.
- Recommending the policies and principles to guide technology decisions for the enterprise architecture.
- Identifying opportunities to improve enterprise-level systems to support business processes and utilize emerging technologies.
- Promoting and educating customers and stakeholders on the use and value of the enterprise architecture.
- Providing enterprise architecture guidance, support and coordination to customers and IT project teams.
- Documenting the enterprise architecture infrastructure, including the business units and key processes, using modeling techniques.
- Ensuring technical integration is achieved across the enterprise by participating in test planning, validation and reviews.
- Evaluating the impact of enterprise architecture products and services on IT investments, business operations, stakeholder satisfaction and other outcomes.
- Coordinating and conducting governance and portfolio management activities associated with ensuring compliance with the enterprise architecture and/or ensuring the rigorous application of information security/cybersecurity policies, principles and practices to all components of the enterprise architecture.
- Providing technical expertise in developing architectures in SysML format using the SparX tool.

#### **4.8 Software Development**

The Contractor shall provide software development. Tasks include but are not limited to:

- Test engineering.
- Development, creation, and modification of general computer applications software and specialized utility programs.
- Designing software or customizing software for client use with the aim of optimizing operational efficiency.
- Analyzing and designing databases within an application area.
- Database development technical expertise.

#### **4.9 Computer Information Science Support Services**

The Contractor shall provide computer information science support services which include (but are not limited to):

- Modeling and simulation;
- Information systems;
- Programming languages;
- Distributed processing and networking;
- Interactive computer graphics;



- Software development and validation;
- Real time control systems;
- Computer hardware;
- Computer architecture.
- Technology Analysis and Assessment;
- Design Definition;
- Development of Systems Specification;
- Systems Analysis;
- Systems Architecture;
- Systems/Equipment Integration;
- Test & Evaluation; and
- Logistics support.

#### **4.10 Database Management Support Services**

The Contractor shall plan, develop, implement and administer information systems for the acquisition, storage and retrieval of data. Tasks include but are not limited to:

- Analyzing and recommending data requirements and specifications.
- Designing, normalizing, developing, installing and implementing databases.
- Maintaining, monitoring, performance tuning, backup and recovery of databases.
- Installing, configuring and maintaining database management systems software.
- Analyzing and planning for anticipated changes in data capacity requirements.
- Developing and administering data standards, policies and procedures.
- Developing and implementing data mining and data warehousing programs.
- Evaluating and providing recommendations on new database technologies and architectures.
- Ensuring the rigorous application of information security/cybersecurity policies, principles and practices in the delivery of data management services.
- Performing Microsoft SharePoint administration duties. Responsible for providing technical support for the SharePoint environment including assessment and implementation of new capabilities.

#### **4.11 Logistics Management**

The Contractor shall direct, develop, and/or perform logistics management operations that involves planning, coordinating, or evaluating the logistical actions required to support a specified mission, weapons system, or other designated program. Tasks include, but are not limited to:

- Acquisition lifecycle and product support planning during each phase.
- Microsoft office support, e.g. Word, Excel, PowerPoint, Access, Visio, and Project.
- Defense acquisition management processes expertise in accordance with the DoD 5000.
- DoD integrated product support element structure expertise.
- Product Support Business Case Analysis (PS-BCA) and Life Cycle Sustainment Plan (LCSP), and Logistics Health Assessment (LHA) expertise.
- DoD Product Support Manager Guidebook expertise
- Implementation and management of a government furnished equipment (GFE) program

- Accountable property inventory and tracking
- Program planning, funding, and management information systems expertise
- Coordinating and evaluating requirement logistics as well as developing and adjusting requirement plans and schedules to ensure timely completion.
- Planning a logistics management program.
- Product Support, which may include: Business Case Analysis (PS-BCA), Life Cycle Sustainment Plan (LCSP) processes, NC3 Availability Improvement Program and Maintenance Data Collection expertise.
- Planning, coordinating, or evaluating the logistical actions required to support the NC3 mission, weapons system, or other designated program(s).

#### **4.12 General/Interdisciplinary Engineering**

The Contractor shall provide general/interdisciplinary engineering services. Tasks include but are not limited to:

- Providing expertise in engineering theories, principles, concepts, standards, and methods sufficient to extend or modify theories, concepts, and assumptions resolve unique or novel problems, conditions, or issues; or significantly alter standard practices, equipment, devices, processes, and known techniques
- Providing recommendations to professional colleagues and/or agency officials responsible for broad program operations as well as providing innovative recommendations for advancing programs and/or methods.
- Providing expertise in evaluating the value and applicability of new or improved technology, strategies, trends, or applications; investigating, predicting, and anticipating issues and conditions extending beyond a single specialty area, and affecting known standards, approaches, precedents, or concepts; developing or collaborating in the formulation of new standards, applications, concepts, or theories; changing existing knowledge and extending an understanding of phenomena; assessing and carrying out strategies and actions to affirm the integrity, economy, quality, and effectiveness of engineering or scientific programs; or advocating recommendations, strategies, and actions to reconcile or resolve novel, conflicting, or controversial issues or policies.

#### **4.13 Systems Engineering**

The Contractor shall provide system engineering expertise and support to the acquisition process. Tasks include but are not limited to:

- Conducting reviews on project/program portfolios to evaluate and/or recommend alternative plans and/or improvements to systems engineering programs/processes.
- Managing/sustaining program technical baseline and designs/perform system level tests to assure that subsystems and system performance is achieved in accordance with approved specifications.
- Performing program reviews to evaluate alternative proposed plans, systems engineering programs, design and test results to assure that subsystem and system performance is achieved in accordance with program specifications.
- Preparing technical documents which define, specify and recommend system/subsystem characteristics.
- Preparing management reports and conducting technical presentations for planning, implementation and corrective action using application of engineering economy principles.

- Performing validation of systems including development of criteria and procedures as well as analyzing and/or evaluating results of major engineering systems.
- Providing system/program engineering, technical support and technical training to support programs/initiatives, including but not limited to: acquisition, development, integration, sustainment, continued evolution, deployment/fielding and installation and operations oversight.
- Providing engineering support services and inputs to program and project risk management activities in compliance with Air Force SEAM processes.
- Providing problem/gap definition, trade space analysis, science and technology roadmap analysis, "Set based design" for concept development, Multi-Objective Decision Analysis (MODA) and cost versus capability trade off analysis.
- Implementing Digital Engineering, Digital Thread and Digital Twin techniques across system Lifecycle.
- Preparing technical documents that define, specify and recommend system/subsystem characteristics.

#### 4.14 Configuration Management Support Services

Contractor shall provide configuration management support services. Tasks include but are not limited to:

- Providing system-of-systems configuration management support to the functions of: planning, configuration identification, configuration control/change management, configuration status accounting, configuration verification and audit, and data management.
- Assisting the government in developing and administering configuration management plans, maintaining design traceability and integrity, convening and managing change boards, and preparing for and attending forums and events such as, but not limited to: Integrated Project Teams (IPT), Technical Interchange Meetings (TIMs), Preliminary Design Reviews (PDRs), Critical Design Reviews (CDRs), Physical Configuration Audits (PCAs), Functional Configuration Audits (FCAs), and Configuration Control Boards (CCBs).
- Providing expertise in engineering documents, design drawings, engineering changes and notices and planning, configuration of software and hardware, and knowledge of design audits to enable Government ownership of the program technical baseline.
- Supporting the development and administration of processes to coordinate technical data packages for CCB approval.
- Supporting the identification, fielding, and administration of Configuration Management tools.
- Performing Configuration Management tasks consistent with EIA-649, MIL-HDBK-61, IEEE-824-2012, and related DODIs, standards and guides that include but are not limited to:
  - Performing onsite technical surveys to document communication capabilities of airborne, fixed site, and mobile/transportable platforms in the AN/USQ-225
  - Interfacing with Air Force, Navy and Joint organizations to, research, analyze, and validate platform documentation for the AN/USQ-225
  - Participating in AN/USQ-225 and enterprise Change Management Processes including, but not limited to: the development of leadership information packages,

- presentation of concepts, and the development of briefings and technical data packages that will aid senior leader and stakeholder decision making.

- Reviewing and analyzing proposed changes to ensure operational and sustainment capabilities are not adversely affected.
- Providing expertise in technical concepts, data, and information on communications systems across Air Force airborne and ground-based platforms, fixed facilities and mobile/transportable support, as well technical concepts to interpret, analyze, and document the AN/USQ-225
- Assisting with managing the AN/USQ-225 configuration baseline and inform leadership on decisions that will shape future baselines
- Providing briefings to management, stakeholders, and team members on status and content of AN/USQ-225 configuration
- Maintaining Configuration Management files including configuration identification, change control and status accounting records
- Providing government all relevant program artifacts collected via electronic, hard copy and/or uploaded to designated data repositories

#### **4.15 Risk Management Support Services**

The contractor shall provide risk management support services. Tasks include but are not limited to:

- Developing, managing, and executing processes for tracking risks across the AF NC3 WS program populace.
- Coordinating with PEOs/SPOs to identify, analyze, report, and manage risks utilizing lifecycle risk management systems/policies.
- Aggregating and analyzing periodic risk report and mitigation plans being developed and executed through the owning program offices.
- Providing support to the Directorate, Divisions, or Weapon System programs as required by the Government.

#### **4.16 Program Execution Group (PEG) Coordination**

The Contractor shall provide program execution group coordination (PEG) support. Tasks include but are not limited to:

- Providing expertise in acquisition and program management (in accordance with DoDI 5000.02, AFI 63-101/20-101) and strategic and tactical program planning (short-term, mid-term, and long-term plans) to further system mission capabilities.
- Providing expertise in qualitative and quantitative techniques for gathering, analyzing, and measuring the effectiveness, efficiency and productivity of acquisition programs.
- Planning, researching, analyzing and assessing system acquisition in terms of development, production, and deployment of weapons systems and associated equipment in order to formulate plans and make strategy recommendations to meet cost, schedule, and performance objectives.
- Providing expertise and management oversight to multi-MAJCOM stakeholders in order to determine specific requirements needs.
- Planning, scheduling and facilitating a variety of exchanges and meetings with the directorate, program office team, and stakeholders to understand and coordinate

program requirements, strategies, plans, and activities to address warfighter capability gaps.

- Acting as the liaison between Program Offices and the PEO/PEO staff to coordinate and integrate support service activities across the Directorate and external stakeholders in support of the Directorates AF NC3 WS Integration responsibilities.
- Providing a wide range of acquisition management activities in support of the existing and future AFNWC/NC programs and platforms including, but not limited to:
  - Supporting the management of programs, systems, subsystems, and equipment across the full acquisition life cycle.
  - Supporting, identifying and implementing PEO portfolio management controls and AF NC3 WS integration management controls.
  - Assisting in determining program progress; effectively communicate recommendations orally and/or in writing to higher organizational management.
  - Researching, drafting, and coordinating Directorate / PEO level procedures or policy as required.
  - Assisting with the development, review, and coordination of acquisition documentation.
  - Performing analyses to support program strategy decisions and courses of action.
  - Providing a program assessment for integration of documentation to ensure consistency with program strategy and consistency across all milestone documentation.
  - Providing inputs, draft, coordinate (with the appropriate Nuclear C3 Integration Directorate divisions and other government agencies), adjudicate comments, and produce final versions of coordinated milestone documents and assessments.
  - Developing and collecting technical data and inputs for staff summary packages to support coordination and signature of all associated documents for milestone approval.
  - Applying program knowledge for developing and coordinating responses to taskers in response to internal and external program inquiries.
  - Creating, tracking, coordinates, and closes taskers as required.
  - Preparing and coordinating staff packages for Directorate and/or higher level review/approval/signature.
  - Developing and coordinating plans, and supports implementation of program/directorate tasker trackers, staff package workflows, and other programmatic tracking tools and procedures.
  - Scheduling and executing program meetings/reviews, program management reviews, PEO decision briefs, program milestones, etc.
  - Coordinating program/directorate data storage, sharing, and collaboration processes and tool development and maintenance.
  - Preparing written and/or oral papers, reports, and briefings for executive levels on the plans, activities, and status of PEO portfolio programs and/or AFNWC/NC activities.
  - Supporting program briefings and reports by gathering information, preparing charts, presenting briefings, and providing other support as needed.



- Supporting the development of executive briefings, and schedule and coordinate through appropriate Air Force and government stakeholders. Update the briefings and document meeting minutes.
- Supporting preparation for, and hosting of, distinguished visitors.
- Supporting Commander/Director Action Group and/or Program Execution Group processes including but not limited to: PEO Activity Report, Staff Meeting, X-Plan tracking, Program Management Reviews, Monthly Acquisition Report (MAR), Defense Acquisition Executive Summary (DAES), Selected Acquisition Reports (SAR) and the Senior Officer Communication and Coordination Electronic Resource (SOCCER), etc.
- Supporting the Directorate Self-Inspection Program (SIP). Duties include, but are not limited to, preparing for the SIP inspection, distributing checklist information to the checklist POCs, developing and maintaining a checklist tracking and reporting system, monitoring checklist completion status, recommend corrective actions, and identify and track deficiencies during the annual SIP cycle and keep leadership informed as items are closed-out and in preparation for the Directorate SIP Out-brief meeting. Utilize the Management Internal Control Toolset (MICT) and identify new and/or recently updated SIP checklists for division usage as required. Assist divisions with checklist completion, deficiency tracking, training, and other SIP-related issues. Lead meetings as required with unit SIP monitors and conduct Nuclear C3 Integration Directorate SIP training.
- Supporting coordination and integration of Directorate Integration activities at all levels including IPTs, Divisions, Senior Functional staff, PEO, HAF/SAF offices, and external stakeholders.
- Supporting establishment, maintenance, and analysis of an AF NC3 WS integrated schedule.
- Supporting the coordination, preparation, and execution of the AF NC3 WS Review.

#### **4.17 Program Executive Group (PEG) Support Services**

The Contractor shall provide administrative support service, inclusive of coordinating a Weapons System integrated schedule.

Administrative support tasks include, but are not limited to:

- Supporting Key PEG functions in briefing preparation, coordination, and execution of program presentations to the PEO and Staff
- Preparing briefing packages and materials for senior leaders ahead of events
- Maintaining senior leader reference binders, as assigned
- Assisting with scheduling key events/briefings with portfolio programs ensuring review and production of the material is ready for presentation to the PEO and staff
- Assisting in security preparations for building, coordinating, and presenting materials including preparation with Information Protection on clearances and badging personnel, key documents are maintained, pre-meeting inspection and after the meeting checkout is supported, etc.
- Conducting entry control duties as assigned during secure meetings
- Maintain positive security control of conference rooms during secure meetings as assigned, to include Crypto Key custodianship
- Assisting with the creation, tracking, coordination, and closure of taskers as required

- Assisting with the preparation and coordination of staff packages for Directorate and/or higher level review/approval/signature
- Assisting with the scheduling and execution of program meetings/reviews, program management reviews, PEO decision briefs, program milestones, etc.

Weapons Systems support tasks include, but are not limited to:

- Supporting the cross-Directorate coordination and integration of WS management functions/activities, as well as the top-level program milestones/events and incorporate those top-level activities/events on an integrated WS schedule
- Supporting the identification and incorporation of top-level dependencies on the integrated WS schedule
- Facilitating Directorate ownership of the integrated IMS through emphasizing process owners and team leads maintaining/managing their respective schedule inputs and dependencies
- Leveraging the integrated WS schedule to conduct WS schedule risk assessments and coordination of subsequent schedule risk analysis and mitigation planning
- Supporting schedule and schedule risk reviews with stakeholders; this may include converting the schedule into presentable briefing content leveraging tools such as MS PowerPoint and Milestone Pro

#### **4.18 Test Engineering/Test Management**

The Contractor shall provide technical and engineering support for major IT Test and Evaluation (T&E). Tasks include but are not limited to:

- Documenting the review, test concept development, test methodology development, test plan development, test execution, and test reporting, data reduction and analysis, and end-user operational testing.
- Using Design of Experiments methods to plan and conduct test programs.
- Independently prepare (or direct others in the preparation of) criteria, computation/analyses, specifications, cost estimates test plans, and technical reports in the specific area of technical expertise.
- Selecting and applying engineering techniques and procedures to analyze and evaluate specific problem, data, or other features of the work which are broad in scope and complexity.
- Reviewing and evaluating the quantity, quality, and overall adequacy of results and conclusions drawn from accomplishment of test engineering tasks.
- Evaluating the configuration, capability, and operational relevance of test environments and ensure they are properly available for the thorough testing of software releases (e.g. fault insertion/fault identification).
- De-conflicting schedule conflicts between multiple releases, providing high quality analysis and recommendations to the program test lead.

#### **4.19 Test Reporting Support Services**

The Contractor shall provide test report support services by documenting test events and conducting technical reviews of engineering documentation (CDRL A003) associated with Validation and Verification (V&V). Tasks include but are not limited to:

- Engineering drawings.
- Specifications.
- Technical reports.
- Design documentation.
- Diagrams.
- Test reports.

#### 4.20 Technical Writing Support Services

The Contractor shall provide technical writing support services to assist with communicating scientific and technological developments, development, design and testing of equipment and system specifications, and development of training, operating or maintenance manuals associated with equipment and systems. Tasks include, but are not limited to:

- Reporting research findings and agency decisions, articulating agency policies, and explaining technical aspects of agency programs to those affected.
- Reviewing written materials to ensure consistency with agency policy, presentation, style and publication requirements, as well as intended audience level(s).
- Managing individual or serial publications from initial conception and content determination through distribution and coordinate the activities of other publishing personnel.
- Preparing original papers, articles or reports in scientific, technical, or professional fields based on research, interviews with expert and program officials and sometimes observation of or participation in tests and experiments.
- Preparing manuals for training in or guidance on the operation or maintenance of technical equipment and systems or specifications for the development or purchase of such equipment and systems.

Technical writers use their knowledge of the language and methods used in the specialized field to understand and work with technical information. Typical work assignments involve:

- Obtaining, analyzing and selecting the pertinent information.
- Determining the most logical and effective sequence of the narrative.
- Determining the overall length and tone based on the objectives, the medium and the audience.
- Writing the material.
- Consulting on or selecting illustrative material.
- Preparing the material for publication.
- Write technical direction on product announcements, marketing brochures, advertisements and marketing specifications.
- Meet with customer representatives, vendors, system engineers and program managers to establish technical specifications.
- Study drawings, specifications, mockups and product samples.
- Create user documentation for a variety of material, including how-to guides and instruction manuals.
- Prepare charts, graphs or forms to go along with rough drafts.
- Ensure document contents follow required formats.
- Write clear and concise policies and procedures.

- Ensure consistency of wording among multiple documents.
- Create table of contents and cite sources.
- Submit copies to managers for feedback.
- Maintain electronic library or all signed documents and final presentations.
- Provide updates and different editions as necessary.

**4.21 Systems Administration**

The Contractor shall provide support and assistance in the management and operations of program related network systems. Tasks include, but are not limited to:

- Providing system administration of Network, Web, and/or communication systems, including Local Area Network (LAN) and Wide Area Network (WAN) systems, involving network security.
- Preparing technical implementation plans that provide integrated solutions including actions, milestones, timelines, and critical paths required for complete solutions.
- Performing the daily activities of configuration and operation of business systems which may be mainframe, mini, client/server, or cloud based. Optimizes system operation and resource utilization, and performs system capacity analysis and planning. Provides assistance to users in accessing and using business systems.
- Supporting and maintaining existing AF systems for mission critical applications across a variety of software and hardware platforms in use by the different groups. Planning, design, development, and deployment of new systems as directed by leadership within the available Air Force toolset.
- Providing information and procedures to users within the directorate to ensure consistent access and secure operations.
- Supporting access control for SharePoint groups as needed and support group administrators to maintain their SharePoint data effectively and securely.

**4.22 Cost Estimating and Analysis Support Services**

The Contractor shall provide cost estimating and analysis support services. Tasks include but are not limited to:

- Managing, overseeing/leading or performing scientific work that involves designing, developing and adapting mathematical, statistical, econometric and other scientific methods and techniques.
- Analyzing management problems and providing recommendations and insights about the probable effects of alternative solutions to problems.
- Utilizing routine cost estimating methods such as analogy, engineering or scientific methodology and extrapolation.
- Utilizing cost estimating outputs to assess the impact various factors have on the costs to design, research, develop, operate, maintain and dispose of a particular weapon system.
- Utilizing the appropriate phase of the budgetary cycle (planning, programming, justification, execution, etc.) for initiating new project/programs.
- Analyzing all elements affecting costs for a project of limited scope.
- Analyzing Contractor financial data using EVM measures of merit to determine program viability with respect to cost, schedule, and performance.
- Utilization of the ACEIT Tool Suite to perform all program office estimates and

- analyzes is mandatory use for working in the AFNWC/NC3 PEO for all cost analysis positions.

- Analytical processing, such as setting up the problem, conducting background research, collecting and reducing data, displaying data for analysis, formulating mathematical expressions and drawing conclusions.
- Compliance with all cost estimating guidance including the appropriate DoD, Air Force, AFMC, AFLCMC or lower level policy, publications, supplements, manuals, etc., as well as applicable documents and regulations, systems, processes and guides, as required.

#### **4.23 Contracting Support Services**

The Contractor shall provide contracting support services. Tasks include but are not limited to:

- Supporting price/cost evaluation activities. The Contractor shall not participate in any negotiations.
- Performing contract close-out activities.
- Collecting, compiling, and analyzing data.
- Supporting clerical, administrative, and office operations.
- Performing training associated with contract activities.

The Contractor shall not perform any duties which would be considered “inherently Governmental.” All duties shall be performed in accordance with Attachment 07 entitled “Outsourcing of Contracting.”

#### **4.24 Acquisition Intelligence (AI) Support Services**

The Contractor shall provide acquisition intelligence support services in accordance with DOD and AF guidance to project/program efforts by teaming with program offices, product centers and the Intelligence Community (IC) to provide system engineering and technical analysis level inputs in support of major acquisition decisions and in accordance with current acquisition guidance, to include AFI 63-101, AFI 14-111, CJCSI 3312.01, DIAI 5000.002, and DoDD 5250.01. Tasks include but are not limited to:

- Providing expertise in of DoD, USAF, AFNWC and private-sector acquisition principles, guidance, Executive Orders, regulations and procedures in order to develop and provide guidance and technical assistance to project/program personnel within the supported Intelligence sensitive programs.
- Identifying portfolio programs that have Intelligence/ISR sensitivity.
- Reviewing, tailoring and analyzing Threat Assessments.
- Reviewing, tailoring and analyzing System Threat Analysis Reports (STAR).
- Reviewing, tailoring and analyzing Validated On-Line Life-Cycle Threats (VOLTS).
- Reviewing, tailoring and analyzing ISR dependencies and Requirements.
- Reviewing, tailoring and analyzing cross-program analyses.
- Supporting technical Adversary Cyber Threat Assessments (ACTA).
- Supporting technical Intelligence supportability analyses.
- Reviewing, tailoring and analyzing Information Support Plans (ISPs).
- Reviewing, tailoring and analyzing Intelligence Mission Data (IMD/LMDPs).



#### 4.25 Modeling and Simulation Engineering

The Contractor shall provide modeling and simulation engineering. Modeling simulation engineering includes but is not limited to:

- Providing expertise in supporting and conducting simulation studies to include but not limited to system and component performance, engineering trade-offs, system effectiveness, cost and logistics. In particular, contractor must have expertise in reviewing/modeling work for compliance with regulations and best practices; developing and maintaining modeling best practices; analyzing complex problems; developing relevant models and constraints to run complex dynamic structural, thermal or other analyses; and reviewing and supporting work to develop appropriate models to solve complex weapon system issues, to include networking and communications.
- Developing and applying advanced software and systems methods, theories, and research techniques in the investigation and solution of complex and advanced technical problems.
- Analyzing, evaluating and planning methods of approach and organize means to achieve solutions of complex technical problems.
- Conducting investigations and tests of considerable complexity.
- Evaluating vendor capabilities to provide required products or services.
- Providing modeling simulation engineering expertise to technical agency staff and/or other organizations.
- Providing technical assistance to Hanscom AFB and other Government counterparts to correct intelligence data required for key modeling and simulation analyses, including models that range from engineering to mission level.
- Working with internal and external organizations to gather required capabilities and performance (C&P) data for classified threat systems to ensure proper characterization of the threat models.
- Applying analysis tools, object models, and analytical techniques to support mission-level analyses, to include the performance of military communication networks, susceptibility to Integrated Air Defense Systems (IADS), concept alternatives characterization, development planning and the analysis of new systems, technologies, effectiveness and lethality.
- Providing expertise in software engineering modeling and simulation, radar and/or communications, Radio Frequency (RF) and Antenna modeling and simulation.
- Applying past experience with command and control processes.
- Applying past experience with LVC environment.
- Assessing RF performance with software.
- Adapting current and outside sourced models, as needed.
- Providing analysis, including modeling and simulation tools such as, System Tool Kit (STK), AFSIM software tool, Riverbed Modeler or similar tools. Experience in data management; ability to compose documentation; analysis reports and briefings.
- Coding in MATLAB, Simulink, or C++.
- Providing expertise in statistical analysis or operations research skills.
- Employing Digital Engineering, Digital Thread, Digital Twin techniques across the system lifecycle.
- Developing architectures in SysML format using the SparX tool.

**4.26 Network Engineering**

The Contractor shall provide network engineering for a complex computer network and/or electronic systems including Command and Control (C2), airborne networking and Intelligence Surveillance and Reconnaissance (ISR) sensor systems for Air Force acquisition programs.

Network Engineering includes but is not limited to:

- Providing direction on program development of software architectures and designs concepts, hardware development such as electronic circuits, electronic devices or equipment for purposes such as communications, computation, sensing and control.
- Providing overall technical direction and guidance for performing requirements definition, development, modification, integration, validation, testing, redesign, when necessary, and special investigations associated with development and sustainment support activities for all assigned systems, to include performance analyses, modeling and simulation, hardware/software investigations and reliability or maintainability studies.
- Determining logical solutions to major problems and develops or initiates changes to system architecture and/or hardware and software designs to resolve said problems.
- Determining compatibility and interoperability issues of assigned systems and other related integrated systems and notifies appropriate managerial, engineering and operational organizations of possible impacts to system mission effectiveness.
- Reviewing systems documentation including plans, specifications, design data, procedures and other associated documents in support of assigned systems and for systems that interface with assigned systems.
- Developing comprehensive technical documentation for engineering forecasts, status reporting and detailed planning of projects.

**4.27 Data Links and Communication Engineering**

The Contractor shall provide data links and communication engineering. Tasks include, but are not limited to:

- Providing expertise in development, integration, testing, and deployment of Air Force systems and their associated data links to include definition of data link interoperability, interfaces, and verification and test assessment requirement, inclusive of interfacing with the Federal, Department of Defense (DoD), United States Air Force (USAF), United States Army, and Joint communities to ensure the data link communications capability complies with the applicable Federal Aviation Administration, Defense Information Systems Agency (DISA), National Security Agency (NSA), Service Acquisition Executive, Joint Mission Planning System (JMPS), Damage Assessment and Casualty Report business and technical.
- Providing expertise in Developmental and Operational Test and Evaluation at the sub-system and system level, inclusive of interfacing with Air Combat Command, Air Force Command and Control Integration Center, Joint Interoperability Test Command, Space and Naval Warfare Systems Command, and all levels of the organizations that develop and manage the C3 and encryption key distribution infrastructure for controlling a networked system, providing technical advice on C4 issues, including pre-launch conditioning and planning, aircraft- weapon pre- and post-release communications and real-time targeting.
- Providing assistance and guidance to Government Engineers, Integrated Product Team (IPT) members, Program Managers (PMs), and joint combined test team customers on performance, schedule, and cost issues with respect to planning, communications, and control.

**4.28 Facility Operations Management**

The Contractor shall provide facility operations management. Tasks include but are not limited to:

- Providing expertise on principles, policies, and practices of emergency management and building management.
- Providing established policies on all issues, processes and procedures related to emergency management to occupants at all NC3 Directorate buildings at Hanscom AFB, MA and Kirtland AFB, NM.
- Coordinating with Hanscom AFB and Kirtland AFB Safety Manager/s and other base personnel to organize emergency and safety management processes and procedures.
- Developing and presenting facility operations management briefings to various organizations associated with Hanscom AFB and Kirtland AFB, as required. .
- Collaborating with contractors, vendors, AFB base civil engineers, and other base personnel on all activities required to maintain the office building.
- Tracking requested and scheduled projects relating to design and maintenance of the facility and supporting equipment (e.g. HVAC, Fire Alarm).
- Managing the upkeep of equipment and supplies to meet health and safety standards.
- Recording and maintaining information on safety certifications and inspections.
- Managing data, adjusting and tracking work orders.
- Acting as a liaison/focal point with all functional teams/branches and shop supervisors.
- Project and coordinate work schedules and recurring work details (e.g. Snow Removal, Building Clean-up) with management/supervisors of building occupants.
- Monitoring service calls and do-it-now emergency response teams.
- Collecting and recording budget information.
- Coordinating with engineering technicians for mechanical equipment, air conditioning, refrigeration, fire systems, stand-by emergency power, and related preventative maintenance programs.
- Tracking the assignment of reserved parking spaces.
- Tracking the cleaning and maintenance of the facility.
- Providing Support Group readiness for Base Readiness Exercises and Unit Compliance Inspection activities as required.
- Assisting with the Division self-inspection process
- Assisting with MICT tracking, as required by the MICT Administrator.
- Utilizing SOCCER, Workflow and other necessary Government tracking systems.
- Facilitating all Official Mail, Fed Ex, and UPS pickups/deliveries.
- Assisting with Emergency Management procedures (e.g. Building Evacuation Plans) to accomplish occupant compliance with accountability requirements.

**4.29 Administrative Support Services**

The Contractor shall provide Administrative Support that includes but is not limited to staff support for the senior managers and members of the organizational staff. Tasks include but are not limited to:

- Monitoring progress toward accomplishment of various tasking and initiatives.

- Researching and compiling information pertaining to certain projects/topics and written communications.
- Providing support by supplying the information and background for the preparation of program events.
- Drafting documents for the approval and signature of leadership and disseminating program policy and specific initiative guidance for members of the organization.
- Coordinating, documenting, monitoring, and supporting a variety of meetings and conferences to include, but not limited to, scheduling and set up of physical and virtual meetings.
- Preparing background information and inviting required meeting participants ensuring documentation of the meetings are filed IAW organizational policy, including but not limited to attendance logs, minutes, and/or action items with corresponding action officers.
- Maintaining schedule documents and requirements for video and online conferencing set up and execution, including but not limited to, maintenance logs on equipment and the corresponding instructions on equipment set-up and meeting execution.
- Providing travel planning and execution support in accordance with DODFMR, Vol 9, Chapter 2, Para 020301(F).

#### 4.30 Security Management

The Contractor shall perform analytical, planning, advisory, operational, or evaluative work that has as its principal purpose the development and implementation of policies, procedures, standards, training, and methods for identifying and protecting information, personnel, property, facilities, operations, or material from unauthorized disclosure, misuse, theft, assault, vandalism, espionage, sabotage, or loss. Tasks include but are not limited to:

- Recommending, evaluating, maintaining, and/or operating systems, policies, devices, procedures, and methods used for safeguarding information, property, personnel, operations, and materials.
- Recommending and implementing policies and procedures for analyzing and evaluating candidates for employment, and other persons having or proposed to be granted access to classified or other sensitive information, materials, or work sites for reliability, trustworthiness, character, and loyalty to the United States.
- Providing security support to the NC Directorate's controlled facilities to include, but not limited to:
  - Exercising delegated access control to secure areas, which include Sensitive Compartmented Information Facilities (SCIFs) and Special Access Program Facilities (SAPFs).
  - Assisting in opening and closing controlled areas to SCIFs and SAPFs.
  - Assisting in arming and disarming facility alarm systems as required.
  - Assisting in accomplishing end-of-duty day security checks.
  - Providing expertise in DoD security procedures, inclusive of classified transmission, protection of incoming mail, courier requirements, security incident reporting, and security violation sanctions.

#### 4.31 Tasking Management

The Contractor shall provide task management for all unclassified and classified Directorate and Program Execution Group (PEG) workflows, analyze incoming message traffic and forward to

necessary action officer using the appropriate tasking tracker system. Tasks include but are not limited to:

- Tracking and providing updates on all taskings to completion utilizing proactive coordination with assigned action officers and Senior Leadership. Taskings is defined to mean “suspense” and/or any task assigned to individuals/groups.
- Preparing staffing packages for review and coordination by both portfolio programs and Directorate senior leadership. Packages will be tasked using appropriate government-provided tasking tracker system and the Contractor will proactively coordinate completion with assigned leadership.
- Coordinating with the SharePoint Database Manager on Staff Package tracking and Master Task List SharePoint pages. This task includes coordinating the development and conduct management of SharePoint site for archiving all previous taskings/responses.
- Work with the Directorate Program Execution Group (PEG) and program offices to develop and present Program Management Reviews (PMR) for all programs in the PEO portfolio on a bi-annual basis.

#### **4.32 Acquisition Security Subject Matter Expertise**

The Contractor shall provide subject matter expertise to all acquisitions and security documentation related to the DoD Risk Management Framework (RMF); DoDI 8500.1, IA; and DoDI 8500.2, IA Implementation; and other applicable statutes, regulations, and policies. Tasks include but are not limited to:

- Planning, advising, and executing activities needed for programs/projects to meet the principles, criteria, procedures, and guidance of the NSA Unified Information Security (INFOSEC) Criteria (UIC) and cryptographic certification process. Performing acquisitions planning to ensure contracts contain the proper specifications for National Security Administration (NSA) Type 1 certification and RMF deliverables.
- Maintenance and monitoring of records system information in RMF Knowledge Service (KS).
- Maintenance and monitoring of records system, security status, and portfolio management information into the Enterprise Information Technology Data Repository (EITDR) for Federal Information Security.
- Providing oversight for compliance with Management Act (FISMA); Security, Interoperability, Supportability, Sustainability, Usability (SISSU); Clinger Cohen Act; and other statutory compliance.
- Authoring, reviewing, certifying, and/or maintaining information awareness (IA) and security management plans to include RMF Implementation Plans, System Security Management Plans, Information Support Plans, Program Protection Plans (PPPs), Security Risk Analyses, Security Vulnerability and Countermeasure Analyses, Security Concepts of Operations, Operational Security (OPSEC) Plans, and other system/network security related documents.
- Providing review, analysis, reporting, and tracking of Contractor IA and security activities and deliverables to include Contractor planning, development, implementation, and adherence to DoD IA policy, directives, instructions, and processes.
- Authoring and reviewing acquisition security related sections of all applicable acquisition and contracting program documentation.



- Coordinating Trusted Systems and Networks (TSN) and Supply Chain Risk Management (SCRM) evaluation of program information, software, and hardware throughout the program life cycle.
- Maintaining and/or assisting in maintaining a database log that reflects receipt, storage, inventory, and disposition of classified information to include data entry, updates, and generation of reports.
- Performing continual analysis, preparing and presenting IA and system security management for related reports and reviews.
- Performing audits of Government classified holdings to ensure proper tracking and accountability.
- Maintaining a database of classified visits and associated clearance levels.
- Performing or assisting in performing inspection, inventory, logging, storage, documentation, transmittal, and internal distribution of classified information received.
- Reviewing and evaluating Contractor classified data submissions for compliance with the appropriate Security Classification Guide (SCG).
- Providing or assisting in providing security evaluation and protection to areas where classified information is stored.
- Assisting with developing and/or establishing security procedures and policies.
- Providing compliance that required security documentation (DD Form 254 etc.) is properly tailored and included in procurement packages for systems acquisition.
- Providing security subject matter expert for overall acquisition security/program protection oversight and planning of Milestones B & C, other development and production, and sustainment decisions for multiple programs and projects in the Information Systems Security Program, the Public Key Infrastructure program, AFNWC/NC3 mission-specific programs and the collateral cyber weapon systems AFNWC/NC3 supports.
- Standardizing and executing quality control for development and facilitation of program protection plans, Anti-Tamper Plans, Cybersecurity Strategy, applicable sections of the Life Cycle Management Plan, and Acquisition Strategy (production).
- Assisting assigned security managers with inputs, updates, and correction to the following documents: Systems Engineering Plan, Test and Evaluation Management Plan, SCGs, Operations Security Plans, and Life Cycle Cost Estimate inputs.
- Providing proper development of contracting line item inputs, Production Request for Proposal (RFP) Section L and M, Section J document input, production RFP release, production decision, Unit Self-Assessment program, and updating X-Plans with due regard to program security.
- Supporting Senior Materiel Leader and local OSI and Intelligence detachments in developing Threat Assessments, Risk Analysis, and Counterintelligence Support Plans for the aforementioned programs and cyber weapon systems.
- Providing expertise and assistance with the development, inputs, and reviews of Air Force, DoD, NSA, and Federal policy and guidelines concerning all aspects of program security affecting operations, maintenance, research, development, testing, evaluation, and de-militarization that are executed in AFNWC/NC.
- Providing expertise and assistance for DoD entities seeking help with execution and compliance with all aspects of program security concerning the over 3,000,000 Air Force and over 54,000 non-air Force Communications Security and Cyber devices tracked, serviced and monitored by AFNWC/NC.

**4.33 NC3 and Space Systems Mission Area Subject Matter Expertise**

Contractor shall provide subject matter expertise on operational and technical aspects of military satellite communication systems and other components that comprise or support the Nuclear Command, Control, and Communications (NC3) system with particular emphasis on the Extremely High Frequency (EHF) constellations and associated terminals. Provide expertise and knowledge of various EHF SATCOM terminals and the role these terminals play in the distribution of Emergency Action Messages (EAMs) and direction of forces for NC3 or other MILSATCOM missions. Tasks include but are not limited to:

- Providing expertise and supporting evaluation of terminal performance for nuclear effects, to include Electromagnetic Pulse (EMP), atmospheric nuclear scintillation and continued terminal performance after nuclear particle absorption is desired.
- Collaborating with program offices and MAJCOM stakeholders to determine specific needs and requirements and advises program personnel on terminal capability to support warfighter concepts for NC3 communication.
- Planning, scheduling and facilitating a variety of exchanges and meetings with the program office team, stakeholders and industry to understand program requirements and emerging commercial technologies which may address warfighter capability gaps.
- Supporting program management reviews, senior level meeting/reviews and IMP/IMS reviews.
- Provide support and developing various briefings/schedules of program status and acquisition tasks to senior management.

**4.34 Data Links and Communication Engineering Subject Matter Expertise**

The Contractor shall provide data links communication engineering submit matter expertise. Tasks include but are not limited to:

- Providing expertise in the development, integration, testing, and deployment of Air Force systems and their associated data links, to include definition of data link interoperability, interfaces, and verification and test assessment requirements. Task includes interfacing with the Federal, Department of Defense (DoD), United States Air Force (USAF), United States Army, and Joint communities to ensure the data link communications capability complies with the applicable Federal Aviation Administration, Defense Information Systems Agency (DISA), National Security Agency (NSA), Service Acquisition Executive, Joint Mission Planning System (JMPS), Damage Assessment and Casualty Report business and technical rules.
- Providing expertise in Developmental and Operational test and Evaluation at the sub-system and system level. Task includes interfacing with Air Combat Command, Air Force Command and Control Integration Center, Joint Interoperability Test Command, Space and Naval Warfare Systems Command, and all levels of the organizations that develop and manage the C3 and encryption key distribution infrastructure for controlling a networked system, providing technical advice on C4 issues, including pre- launch conditioning and planning, aircraft-weapon pre- and post-release communications, and real-time targeting.
- Providing expertise and assistance to the program Chief Engineer, Integrated Product Team (IPT) Leads, Program Managers (PMs), and joint combined test team customers on performance, schedule, and cost issues with respect to planning, communications, and control.

**4.35 Acquisition Program Management Subject Matter Expertise**

Contractor shall provide acquisition program management subject matter expertise. Tasks include but are not limited to:

- Investigating, analyzing, planning, evaluating, drafting and/or recommending solutions for project/program efforts.
- Providing expertise on resolution and recommendation support to achieve desired program outcomes.
- Providing expertise to organizational missions and programs, such as acquisition management, modernization planning, program management, budget/finance principles and methodologies, modernization planning, and the Planning, Programming, Budgeting, and Executing (PPBE) process.
- Reviewing initial and revised acquisition documents and providing the enterprise level perspective to ensure consistency and accuracy. Includes providing comments on acquisition documentation and facilitating an integrated, system- of-systems approach.

**5. Surge Support**

The Government may require surge support during the performance of this PWS and will do so by way of the delivery of the Surge Labor CLIN(s) identified in the Schedule as an Option item. Surge Labor CLIN shall not exceed more 55,640 hours annually. The filled position will support the tasks within the PWS for the duration of the period of performance and subsequent periods. The Contracting Officer may exercise the surge option by written notice to the Contractor within 30 days. Delivery of added surge labor shall continue at the same rate as the labor negotiated in the order, unless the parties otherwise agree. Surge support includes all pre-negotiated labor rates for positions listed in Attachment 06 entitled the B Table.

**6. Deliverables**

The deliverables specified herein shall be produced in hard and soft copy using media compatible with Government software applications. The contractor shall use its own format, but the format is ultimately subject to the approval of the Government.

**A001 – Status Report and Quarterly Management Review**

Contractor shall prepare a monthly written status report on contract status that summarizes the results of all work performed, deliverables completed, work in progress, problems encountered, recommended solutions and work planned during the next reporting period. The Monthly Status Report shall be submitted to the General Services Administration (GSA) via the Post Award Collaboration Function in the ITSS/ASSIST System to the to the Contracting Officer's Representative (COR), Project Manager (PM), and Contracting Officer (CO). Contractor shall prepare a quarterly Program Management Review (PMR) briefing on contract status that summarizes the results of all work performed, the type and amount of effort (man-hours), expenses incurred, deliverables completed, work in progress, percentage of annual effort expended by effort, problems encountered, recommended solutions and work planned during the next reporting period. This briefing will include a limited review of the major points from the written report.

**A002 – Conference /Meeting Minutes and Trip Reports**

These reports are required to document the results of trips, studies and analyses as requested by the Government. Contractor shall present a trip report to the Government within five (5) working days after completion of travel.

**A003 – Scientific and Technical Reports**

Studies, technical reports and information papers are required to document the results of studies and analyses as required by the Government. Supporting documents include Commander-level documents, training plans, implementation plans, tactics, techniques, procedures, processes and schedules. (FAR 52.227-14 Rights In Data—General MAY 2014), (DFARs 252.227-7020 Rights In Data—Special works JUN 1995)

**A004 – Presentation and Briefing Material**

Copies of presentation material shall be provided for Government approval at least five (5) working days before distribution or presentation, unless otherwise specified. Copies will be given for review in at least soft copy format and readable through Command standard format(s).

**6.1 Contract Data Requirements List (CDRL)**

CDRL descriptions required for submission by the Contractor follow:

<b>CDRL Number</b>	<b>Data Item Descriptio</b>	<b>Title</b>	<b>Frequency</b>
A001	Government Format	Status Report and Quarterly Management Review	Monthly (Status Report); Quarterly (Management Review)
A002	Government Format	Conference /Meeting Minutes and Trip Reports	5 business days following completion of conference, meeting and/or travel
A003	Contractor's Format	Scientific and Technical Reports	As required
A004	Government Format	Presentation and Briefing Material	5 business days prior to distribution and/or presentation

Please refer to CDRL/DD Form 1423 A001 (attachment 08), CDRL/DD Form 1423 A002 (attachment 09), CDRL/DD Form 1423 A003 (attachment 10), and CDRL/DD Form 1423 A004 (attachment 11).

**6.2 Kick-Off Meeting**

Within seven (7) business days following the start of the period of performance, the Contractor shall conduct a Kick-Off meeting at Hanscom AFB to review TO goals and objectives, discuss TO requirements and transition-in, security requirements, and administrative matters. The

Contractor shall provide an agenda and Presentation and Briefing Materials (briefing slides) (CDRL A004). The CO will coordinate and confirm the date, time and location of the kick-off meeting.

### 6.3 Monthly Status Report

The Contractor shall provide a Monthly Status Report (CDRL A001). The Contractor shall include any changes to affiliations on a monthly basis. The monthly status report shall be submitted via the Post Award Collaboration Function in the ITSS/ASSIST System to the COR, PM, and CO. The report shall: 1) summarize accomplishments of the previous month and align by Contractor staff providing the support and the Government team lead supported; 2) discuss (and provide background for) major issues, problem areas and/or concerns related to cost, schedule, technical or task areas; address customer complaints and/or feedback and identify conclusions and recommendations; 3) review/summarize/update status of previously identified problem areas to include status of ongoing customer complaints and/or feedback; 4) explain any significant changes to the Contractor's organization or method of operation, project management network and/or milestones; 5) discuss Contractor personnel assignment/s; 6) summarize the current financial billing profile including any projected shortfalls/over-runs or overfunding/under-runs; a breakdown by project ID and Labor Category that displays hours ordered, delivered, billed and unbilled; 7) provide a profile of manpower usage; 8) provide status of employee certifications; 9) provide status of actual manning versus Government requirement/s; 10) provide updated average contracted man-year equivalents(CME) calculation (in terms of hours-per-year).

### 7. Transition Plans

The Contractor shall provide transition in and out plans, and take into account the end date of the following TO:

Contract/TO subsumed under the NC3 A&AS TO	TO Number	TO Period of Performance End Date
USAF Nuclear C3 Integration Directorate Support Services	GSQ0117BK0027	31 July 2020

#### 7.1 Transition-In Plan

The Contractor shall submit a Transition-in Plan as part of the proposal. The Contractor shall follow the Transition-in Plan and keep the Government fully informed of the plan status throughout the transition period. Deviations from the Transition-in Plan must be approved/authorized by the COR. Throughout the transition-in period, it is essential that attention be given to minimize interruptions or delays to work in progress that would impact the mission and to on-board qualified personnel in a timely manner (see Section 7.2 entitled Transition-In Period for timelines). In addition, the Transition-in Plan shall include, at a minimum, the following:

- Transfer of work control, delineating the method for processing and assigning tasks during the transition-in period.
- Staffing strategy to include:
  - Incumbent Capture, if applicable



- Existing contractor employees, if applicable
- Recruiting and hiring as necessary
- Subcontracting/teaming arrangement(s) with indication of specific positions/roles/functions/tasks each subcontractor/teaming partner will fulfill. For all subcontractors, provide the applicable staffing strategy (e.g. existing contractor employees, recruiting and hiring, etc.).
- High level transition-in schedule

The Contractor shall submit applications to obtain contractor identification badges, vehicle passes, security clearances IAW DD Form 254, passports and visas (as required), Internet and e-mail connectivity.

The Contractor shall familiarize all Contractor personnel with equipment operation and organizational workflow to include work in progress, reporting, priorities, forms, documents, scheduling, storage, safety, security and quality control procedures. The Contractor shall make arrangements with the COR to access any Government facilities. The Contractor shall not interfere with the production efforts of current contractor personnel.

The Transition-in Plan shall account for all Contractor personnel to complete initial host base training and briefing requirements. The Contractor shall identify and complete the development of all work plans and procedures.

A weekly telecom will be held with the CO, PM, and COR(s), to discuss the progress of the Transition-in Plan, report accomplishments and address associated risks. The weekly telecoms will be held throughout the entire performance of the transition period.

The Transition-in Plan shall be time-phased and, at a minimum, meet the transition-in periods defined in section 7.2, entitled "Transition-in Period."

## **7.2 Transition-In Period**

Within seven (7) business days following the start of the period of performance, the Contractor shall conduct a Kick-Off meeting at Hanscom AFB as described in section 6.2, entitled "Kick-Off Meeting."

Within 30 calendar days following TO award, and within 30 calendar days of the subsequent exercise of any option or surge Contract Line Item Number (CLIN), the Contractor shall have successfully completed the mobilization/transition (obtaining/validating security clearances, internal contractor hiring requirements, moving to the duty station area, and begun providing contract services on-site) for 70% of the CME's of the exercised CLINs.

Within 60 calendar days following TO award, and within 60 calendar days of the subsequent exercise of any option CLINs, the Contractor shall have successfully completed the mobilization/transition for 95% of the CME's of the exercised CLINs.

For the purposes of this TO, mobilization/transition means contractor personnel with necessary qualifications (e.g. knowledge, skills, experience, abilities, and clearances) have started providing the required on-site services and/or support.

### 7.3 Transition-Out

The Contractor shall support efforts to transition services and/or support under the awarded TO to the subsequent contractor(s) as required and directed by the Government. Throughout the transition-out period, it is essential that attention be given to minimize interruptions or delays to work in progress that would impact the mission. This support shall include, but is not limited to:

- Providing a Transition-out Plan for Government approval no later than 180 days prior to the end of TO performance or within 30 days of notice that an option will not be exercised to extend the period of performance.
- Providing updated and current copies of all templates, business processes, checklists and other documentation produced and used in providing the required services and/or support under this effort.
- Providing updated and current databases and/or spreadsheets, along with any instructions and required passwords, developed in support of providing the required services under this effort.
- Providing updated and current technical artifacts including any source code, build guides, read me files, user manuals, operator/sys admin instructions, training materials, trackers, etc. developed and used in providing the required services under this effort.
- Providing all third party software, licenses, Dynamic Linked Libraries (DLLs), etc. used to develop, maintain, and sustain database(s) and test suites.
- Participate in meetings and other events, as requested, designed to impart knowledge and expertise on these services to the subsequent contractor
- Providing support and information to conduct database and/or baseline turn-over, including user accounts, permissions, passwords, etc.

Throughout the transition-out period, it is essential that attention be given to minimize interruptions or delays to work in progress that would impact the mission. The Contractor shall outline the specific steps that will be taken to prevent disruption to the Directorate at the end of the TO period of performance to include the transfer of on-going work to the incoming Contractor. The Contractor shall identify risks and risk mitigation plans to minimize disruption during the transition-out period. The Contractor's Transition-Out plan shall become an attachment to the TO. Transition-Out activities that occur during final Option Year of the TO shall not be separately priced. These activities shall be considered as inherent activities on the appropriate labor CLIN.

### 8. Quality Assurance

The Contractor shall develop, implement and maintain a comprehensive inspection system that assures compliance with all requirements of the TO IAW FAR Subpart 46.105, Quality Assurance.

The Contractor shall develop a method for tracking customer complaints and/or reports for providing adjudication methods, timelines and results of customer complaints and/or reports to the COR. It is the Government's intention that customer complaints and/or reports are adjudicated at the lowest level, i.e. without CO involvement. The COR has wide-latitude to determine if the Contractor's adjudication methodology is acceptable. If the Contractor believes that the COR is requesting something that is out of scope of the contract, the Contractor shall notify the CO.

**8.1 Quality Control Plan (QCP)**

The Contractor shall develop a TO QCP and maintain an effective quality control program to ensure services are performed in accordance with the PWS. The Contractor shall develop and implement procedures to identify, prevent and ensure non-recurrence of defective services. The Contractor's QCP is the means by which the contractor assures that the work complies with the requirement of the contract.

The finalized QCP will be accepted by the Government at the time of the award of the TO. The CO may notify the Contractor of required modifications to the plan during the period of performance. The Contractor then shall coordinate suggested modifications and obtain acceptance of the plan by the Contracting Officer. Any modifications to the program during the period of performance shall be provided to the CO for review no later than 10 business days prior to effective date of the change. The QCP shall be subject to the Government's review and approval. The Government may find the QCP "unacceptable" whenever the Contractor's procedures do not accomplish quality control objective(s). The Contractor shall revise the QCP within 10 business days from receipt of notice that QCP is found "unacceptable."

**8.2 Quality Assurance Surveillance Plan (QASP)**

The government will evaluate the Contractor's performance under this TO. The COR is a representative of the Contracting Officer (CO) and will participate in the administration of this TO. Any matter concerning a change to the scope, prices, terms or conditions of this TO shall be referred to the CO. All services to be performed by the Contractor will be subject to review by the CO or COR. See Attachment 02 entitled "Quality Assurance Surveillance Plan" for the Government's surveillance of this effort.

**9. Management of Personnel**

The Contractor shall establish processes and assign appropriate resources to effectively administer the requirement. The Contractor shall provide for all management and support of Contractor personnel. The Contractor shall assign tasks and maintain proper and accurate time keeping records of personnel assigned to work on the TO. The Contractor shall maintain a stable workforce while minimizing the impact of any turnover and/or disruptions to the Government and/or mission. The Contractor shall ensure continuation of services during personnel absences due to sickness, leave and voluntary or involuntary termination from employment such that there is no negative impact to the Government mission.

Upon notification of a pending absence or vacancy, the Contractor shall provide written documentation of the pending absence or vacancy to the COR and CO within two business (2) days after employee notification to the Contractor. In the case of a no-notice departure, the Contractor shall immediately notify the COR and CO in writing. The Contractor shall fill the absence or vacancy within 30 calendar days. If it's anticipated that the vacancy cannot be filled within the required 30 calendar days, the Contractor shall provide a written plan to the COR and CO to include the date and time the position will be vacant, anticipated replacement date, management plan and correction action, if needed, to ensure task/mission is not impacted or degraded.

The Contractor shall remove an employee upon notification by the Government of a serious breach in security, safety, conduct, discovery of fraudulent credentials/qualifications and/or when Contractor personnel behave in an unprofessional manner considered unacceptable by a reasonable person or inconsistent with the Air Force Core Values.

**10. Management Reviews**

The Contractor shall conduct annual PMRs with the A&AS CO, A&AS PM, COR, PEO, Directorate Deputy and Directorate representatives prior to the exercise of options. The agenda, date and location of the PMR will be mutually agreed to by the A&AS team, NC3 Directorate and the Contractor.

The review shall include Government requested information and shall include, but is not limited to, contract management reporting; cost review of the overall TO; projected changes in task manpower; manpower redistribution based on customer organization needs; manpower and recruiting summary; security issues; contractual action items; and any special interest items requested by the Government or provided at the Contractor's initiative. The Contractor shall provide the PMR agenda (briefing slides) and presentation materials (briefing slides) (CDRL A004). A&AS PMO may require other compilations of data to ensure adequate insight into the TO execution.

**11. Directorate/Program Division Program Review**

The Contractor PM shall, if requested, attend Directorate and Division Program Review meetings. These reviews will provide the Contractor with an overview of all Directorate/Division plans allowing the Contractor to understand and support program needs. Upon request and with advance notice, the Contractor shall provide presentation materials to include charts, briefings and white papers and document the minutes of the reviews. (CDRLs A004).

**12. Enterprise-Wide Contractor Manpower Reporting Application**

The Contractor shall report ALL Contractor labor hours (including subcontractor labor hours) required for performance of services provided under the TO for NC3 Directorate via In the Monthly Status Report attached to the invoice, the report shall include hours worked during the invoiced period for each employee by position and name

**13. Funds and Man-Hours Expenditure Report**

The Contractor shall track and report manpower usage data for the TO. The Contractor shall provide financial data IAW the Monthly Status Report (CDRL A001).

**14. Security Requirements**

The Contractor performing work under the contract must comply with all applicable security requirements.

**14.1 Security**

All Contractor personnel with access to U.S. Government unclassified e- mail/network/ information systems, containing sensitive program information, shall have at a minimum a favorable Tier 1 background investigation.

Contractor personnel requiring credentials shall comply with and meet the credentialing standards, in accordance with Homeland Security Presidential Directive 12 (HSPD 12) and DoDI 5200.02 which requires at a minimum a favorably adjudicated Tier 1 background investigation obtain access to Air Force information systems, sensitive information, and receive credentials.

The Contractor shall complete a Request for Identification Credential or Common Access Card (CAC) for each employee requiring access Federal property. The request shall be submitted to the A&AS PMO security manager who will notify the Contractor of the current procedure for

- obtaining a CAC and the governing regulations and policies. For the CAC application, a Company sponsored e-mail address must be provided for each Contractor employee.

The CAC will be provided by the Government at the local CAC issuance facility. Contractor CAC badges shall be worn and displayed at all times when the CAC is not being used for computer or network access. The Contract employee CAC will be authorized for use in accordance with AFI 31-101, *Integrated Defense*, AFMAN 31-113, *Installation Perimeter Access Control*, and the Hanscom AFB *Integrated Defense Plan* 31-1; and shall be issued, displayed, and surrendered as directed by local authority. In addition, the Contractor employee shall identify themselves as Contractor employees in E-mails, telephone usage, correspondence, meetings, etc. If a Contract employee leaves the contract for any reason the contract company has seven business days to return the CAC to the local Government Security Office.

All requests for an Interim Tier 1 background investigation and Common Access Card (CAC) Waivers will be handled IAW the current governing policy in place at time of request.

#### **14.1.1 In-Processing**

For those Contractor and subcontractor employees requiring access to Federal Installations, the company's Facility Security Officer (FSO) or the Contractor's contract manager (or alternate) shall complete a Visit Authorization Request (VAR). For Contractor personnel expected to perform classified work, submit the VAR, via the Joint Personnel Adjudication System (JPAS), to the A&AS PMO Office Security Manager (OSM) or, for Contractors working on other military installations coordinate with the A&AS PMO Security Office SMO Code LV1MFMTY. The VAR shall include each Contractor employee's full name, date of birth and social security number.

A visitor group security agreement (VGSA), in accordance with security requirements (RFP 7.6.20 and PWS 14, subsections included), is required for all Contractor and subcontractor personnel who will perform classified work. For Contractor and subcontractor employees who will perform only unclassified work, a written VAR on company letter head paper will suffice. The VAR shall include each Contractor employee's full name, date of birth and social security number. Send the written VAR to the A&AS PMO Office Security Manager (OSM) at the appropriate installation where the contract work will be performed.

Upon in-processing, the Contractor must submit a Defense Department (DD) Form 2875, System Authorization Access Request (SAAR) to the Government PM for signature. Part III of the initial and final DD Form 2875 must be completed by the Security Manager (SM)/OSM. Submission of the DD Form 2875 will start a 10 work-day timeframe for establishment of a Government e-mail account.

#### **14.2 Operations Security**

Operations Security (OPSEC) requirements are required in an effort to reduce program vulnerability from successful adversary collection and exploitation of critical information. OPSEC will be applied throughout the lifecycle of the contract. Contractor personnel will participate in the units OPSEC program (i.e.: training education and practices). Critical Information list will be provided by the Government. OPSEC surveys to measure the effectiveness of the OPSEC program will be conducted by the Government.

#### **14.3 Access**

The Contractor shall permit the CO or authorized representative access to all work areas, records, and data used in the performance of the contracted services. The Contractor shall provide support, and not interfere with the CO, CORs, State, Federal and other designated



personnel in the performance of official duties. Access shall be provided as soon as possible, but not exceed one workday after the request.

#### **14.4 Non-Disclosure Agreements (NDAs)**

Prior to contract performance, the Contractor is responsible for obtaining - NDAs for all applicable locations and applicable Government, corporate, supplier, and sub tier vendors with proprietary, restricted, competition sensitive, classified, or any other restricted (e.g. non-foreign disclosure due to public law) data that will be used or accessed during the execution of the TO. The Contractor shall provide approved NDA forms to the COR and CO. NDAs shall be uploaded to the ITSS/ASSIST system to become part of the Electronic Contract File. If the Contractor is required to interact with foreign partners of the United States on programs, the Contractor shall comply with all regulations pertaining to that interaction to include filing for appropriate export licenses or exemptions.

#### **14.5 Freedom of Information Act Program (FOIA)**

The Contractor shall comply with DoD Regulation 5400.7-R/Air Force Supplement, *DoD Freedom of Information Act Program*, requirements. The regulation sets policy and procedures for the disclosure of records to the public and for marking, handling, transmitting, and safeguarding for *Official Use Only (FOUO)* material. The Contractor shall comply with AFI 33-332, *Air Force Privacy Act and Civil Liberties Program*, when collecting and maintaining information protected by the Privacy Act of 1974 authorized by Title 10, United States Code, Section 8013. The Contractor shall maintain records in accordance Air Force manual (AFMAN) 33-363, Management of Records; and disposed of in accordance with Air Force Records Information Management System (AFRIMS) Records Disposition Schedule (RDS) located at <https://www.my.af.mil/gcss-af61s/afrims/afrims/>

#### **14.6 Personnel Security Clearance Requirements**

Personnel performing work on this contract will require Eligibility for a Final Top Secret Clearance or a Secret clearance. All positions require a minimum of a Secret clearance unless otherwise defined. Some positions may require SCI-DCID 6/4 or ICD 704 eligibility to be determined and clarified via the CO during contract execution. Some positions require a background investigation completed within the past 6 years of nomination to an effort requiring enhanced security controls. To be considered completed, the investigation must have been closed and clearance eligibility determined based on the investigation. The Contractor shall request security clearances for personnel requiring access to classified information within 15 business days after receiving a facility clearance or, if the Contractor is already cleared, within 15 business days after service award. Due to costs involved with security investigations, Contractor security clearances shall be kept to an absolute minimum necessary to perform service requirement.

##### **14.6.1 Additional Investigation Requirements**

Anyone working on the contract who does not require a security clearance must have at a minimum, a favorably adjudicated Tier 1 background investigation to access a Government furnished information system or environment. Note: refer to AFMAN 16-1405, *Air Force Personnel Security Program* and AFI 16-1406, *Air Force Industrial Security Program*, for access to sensitive unclassified information, access to Government automated information systems (AIS) and/or sensitive equipment.

#### **14.7 Security Assistant Appointment**

Some of the personnel performing work on this contract may be appointed as a security assistant for the on base long-term visitor group. The security assistant may be a full-time



position or an additional duty position. The security assistant may assist in program implementation, maintenance, local oversight, and training required by DoDM 5200.01, *Volume 3, Enclosure 5, DoD Information Security Program*, and AFI 16-1404, *Air Force Information Security Program, IAW DoDM 5200.01-V1*. The Contractor security assistant shall provide initial and follow-on training to Contractor personnel who work in Air Force controlled or restricted areas. Air Force restricted and controlled areas are explained in AFI 31-101, *Air Force Integrated Defense Plan*. The security assistant shall be required to activate/deactivate intrusion detection systems within controlled areas within the organization.

For inclusion in each specific position area as warranted (i.e., Engineers/Logistics/Executive positions); Position may be appointed as Security Assistant.

#### 14.8 Visit Request

Contractors participating in the National Industrial Security Program are authorized to use Joint Personnel Adjudication System (JPAS) in lieu of sending Visitor Authorization Letters (VALs) for classified visit to Department of Defense facilities and military installations. VALs are only required if the contractor isn't using JPAS or if Contractor personnel whom access level and affiliation are not accurately reflected in JPAS. However, some agencies may still require VALs to be submitted for access to their facilities. Visit requests must be sent to the responsible servicing Government's security management office (SMO) code. Each Contractor performing work on the contract will require a separate SMO Code visit request from the contractor. The visit request must include all prime and subcontract workers on the contract. Visit requests will need to be renewed each time a new period of performance is entered.

#### 14.9 Obtaining and Retrieving Identification Media

As prescribed by the AFFAR 5352.242-9000, Contractor access to Air Force installations, AFFAR 5352.242-9001, Common Access Cards (CAC) for Contractor Personnel, and FAR 52.204-9, Personal Identity Verification of Contractor Personnel the Contractor must comply with the requirements set forth in these guidance.

- The Contractor shall obtain base identification and vehicle passes, if required, for all Contractor personnel who make frequent visits to or perform work on the Air Force installation(s) cited in the contract. Contractor personnel are required to wear or prominently display installation identification badges or Contractor-furnished, Contractor identification badges while visiting or performing work on the installation.

- The Contractor shall submit a written request on company letterhead to the CO listing the following: contract number, location of work site, start and stop dates, and names of employees and subcontractor employees needing access to the base. The letter will also specify the individual(s) authorized to sign for a request for base identification credentials or vehicle passes. The contracting officer will endorse the request and forward it to the issuing base pass and registration office or Security Forces for processing. When reporting to the registration office, the authorized Contractor individual(s) should provide a valid driver's license, current vehicle registration, and valid vehicle insurance certificate to obtain a vehicle pass.

- Common Access Cards (CACs). This contract requires Contractor employees to obtain a CAC. Contractors shall provide a listing of personnel who require a CAC to the contracting officer. The Government will provide the Contractor instruction on how to complete the Contractor Verification System (CVS) application and then notify the Contractor when approved. Contractor personnel shall obtain a CAC from the nearest Real Time Automated Personnel Identification Documentation System (RAPIDS) Issuing Facility (typically the local Military Personnel Flight (MPF)). While visiting or performing work on installation(s)/location(s), Contractor personnel shall wear or prominently display the CAC as required by the governing local policy.

- Defense Biometric Identification Systems (DBIDS) card/pass (Air Force Form 75 may be used only if DBIDS is inoperable).
- During performance of the service, the Contractor shall be responsible for obtaining required identification for newly assigned personnel and for prompt return of credentials for any employee who no longer requires access to the work site.
- When work under this contract requires unescorted entry to controlled or restricted areas, the Contractor shall comply with [AFI 31-101](#), *Integrated Defense*, and *AFMAN 16-1405, Air Force Personnel Security Program*
- Upon completion or termination of the contract or expiration of the identification passes, the Prime Contractor shall ensure that all base identification passes issued to employees and subcontractor employees are returned to the issuing office.
- Failure to return all Government issued identification upon termination of contract or service, termination of employees, or expiration of the identification may result in withholding of final payment

#### 14.10 Controlled Restricted Access

The Contractor shall comply with local base procedures for entry to Air Force controlled or restricted areas where Contractor personnel work. Contract personnel must have a favorably completed investigation to the level commensurate with the controlled/restricted area prior to being granted access. Interim access may be granted IAW AFMAN 16-1405.

#### 14.11 Visitor Group Security Agreement (VGSA)

The Contractor shall enter into a long-term visitor group security agreement for contract performance at each installation support location. This agreement shall outline how the Contractor integrates security requirements for contract operations with the Air Force to ensure effective and economical operation on the installation. The agreement shall include:

- Security support provided by the Air Force to the Contractor shall include storage containers for classified information/material, use of base destruction facilities, classified reproduction facilities, use of base classified mail services, security badging, base visitor control, investigation of security incidents, base traffic regulations and the use of security forms and conducting inspections required by DoDM 5200.02, Procedures for the DoD Personnel Security Program (PSP), AFI 16-1406, Air Force Industrial Security Program, DoDM 5200.01, volumes 1-4, DoD Information Security Program, and AFI 16-1404, Air Force Information Security Program.
- Security support requiring joint Air Force and Contractor coordination that includes assisting in the following tasks: packaging of classified information, mailing and receiving classified materials implementing emergency procedures for protection of classified information, security checks and internal security controls for protection of classified material and high- value pilferable property.
- On base, the long-term visitor group security agreement may take the place of a *Standard Practice Procedure* (SPP).

#### 14.12 Computer and Network Access Requirements

Contractor personnel working on this contract may be designated in one of the below AIS positions and complete the required security investigation to obtain the required security clearance. This must be accomplished before operating *Government furnished* computer workstations or systems that have access to *Air Force* e-mail systems or computer systems that access classified information. The Contractor shall comply with the DoDM 5200.02 and AFI 17-130.

**AIS-I Position - Critical-Sensitive Positions. Security Clearance:** TOP SECRET or SECRET clearance based on Tier 5 background investigation. Responsible for the planning, and implementation of a computer security program; major responsibility for the planning and design of a computer system, including the hardware and software; or, can access a system during the operation or maintenance in such a way, and with a relatively high risk for causing grave damage, or realize a significant personal gain.

**AIS-II Position - Noncritical-Sensitive Positions. Security Clearance:** SECRET based on a Tier 3 background investigation. Responsibility for systems design, operation, testing, maintenance, and/or monitoring that is carried out under technical review of higher authority in the AIS-I category, includes, but is not limited to; access to and/or processing of proprietary data, information requiring protection under the Privacy Act of 18 1974, and Government-developed privileged information involving the award of contracts.

**AIS-III Position – Non-sensitive Positions.** No security clearance required but is a Trusted Position based on a favorable Tier 1 background investigation. All other positions involved in U.S. Government computer activities.

#### **14.13 Information Security**

The contractors performing duties associated with contract must adhere to all the standards for protecting classified information as specified in DoDM 5200.01, volumes 1-4, *DoD Information Security Program*, Air Force Instruction AFI 16-1404, *Air Force Information Security Program*, and all applicable supplements and operating instructions.

#### **14.14 Security Education and Training**

The Contractor will be required to participate in the Government's in-house and web-based security training program under the terms of the contract. The Government will provide the Contractor with access to the on-line system. The Contractor will register in USAF, Automated Distant Learning System (ADLS) and complete all required security training. Currently the training required is [DoD IAA Cyber Awareness Challenge V2.0 \(ZZ133098\)](#); Security Administration (ZZ133078) and [Force Protection \(ZZ133079\)](#).

#### **14.15 Operation Security (OPSEC)**

The Contractor will comply with installation and organizational OPSEC requirements in accordance with AFI 10-701 and applicable.

#### **14.16 SIPRNet Access**

Contractors must have a current Secret security clearance and complete Derivative Classification and Marking Classified Information training. The Derivative Classification course #IF103.16 and Marking Classified Information course #IF 105.16 are available at the Defense Security Service, Center for Develop of Security Excellence, Security Education Training, Education, and Professionalization Portal at <http://www.cdse.edu/stepp/index.html>. Training certificate(s) must be provided to the unit security manager prior to granting access to the SIPRNet. Derivative Classification training must be completed every two years. Once the Initial course is completed members can complete the refresher training to maintain SIPRNet access.

**14.17 Unescorted Entry to Secure Rooms**

Contractor personnel requiring unescorted entry to controlled areas designated by the installation commander shall comply with base access requirements and these additional security instructions; DoDM 5200.02, AFI 31-101, and AFMAN 16-1405 as applicable. Contractor personnel shall be the subject of a favorably adjudicated Tier 3 background investigation to qualify for unescorted entry to a secure room. Contractor personnel must contact their COR and the appropriate secure room monitor for permission.

**14.18 Reporting Requirements**

The Contractor shall comply with AFI 71-101, Volume-1, *Criminal Investigations*, and Volume-2 *Protective Service Matters*, requirements. Contractor personnel shall report to an appropriate authority any information or circumstances of which they are aware may pose a threat to the security of DoD personnel, Contractor personnel, resources, and classified or unclassified defense information. Contractor employees shall be briefed by their immediate supervisor upon initial on-base assignment and as required thereafter.

**14.19 Physical Security**

Contractor employees shall comply with base Operations Plans/instructions for FPCON procedures, Random Antiterrorism Measures (RAMS) and Operation Security (OPSEC), Emergency Management (EM) and local search/identification requirements. The Contractor shall safeguard all Government property including controlled forms provided for Contractor use. At the close of each work period, Government training equipment, facilities, support equipment, and other valuable materials shall be secured.

**14.20 Wireless Electronic Devices**

No cell phones, camera cell phones, cordless telephones, or wireless microphones, keyboards, or mice, wireless or Infrared Local Area Networks (LANs), or devices are allowed in areas where classified information is discussed, briefed, or processed. "Area" refers to a room and/or to a space the size of a 3-meter radius sphere, centering on the classified source. In areas where classified information is discussed, briefed, or processed, wireless pointer/mice devices are allowed for presentations only. This is an acceptable EMSEC risk. All other wireless Personal Electronic Devices (PEDs) not specifically addressed above, that are used for storing, and processing, and/or transmitting information shall not be operated in areas where classified information is electronically stored, processed, or transmitted.

**14.21 Operating Instructions**

The Contractor will adhere to the all Air Force activity Operating Instructions (OI) for internal circulation control, protection of resources and to regulate entry into Air Force controlled areas during normal, simulated and actual emergency operations to include local written OIs.

**14.22 Traffic Laws**

The Contractor shall ensure all Contractor employees comply with base traffic regulations.

**14.22.1 Cellular Phone Operation Policy**

The use of cellular phones while operating a motorized vehicle is prohibited on all DoD installations. Although discouraged, drivers are authorized to use devices, i.e. ear bud or ear boom which allows their cellular phone to be operated hands-free. The device must not cover both ears.

**14.23 Firearms and Ammunition**

- Transporting weapons or ammunition, concealed or otherwise, IS NOT permitted by any non-law enforcement personnel on any DoD installation at any time regardless of state issued concealed weapons permits. Violations may result in criminal prosecution under the applicable federal laws.

#### **14.24 Illegal Weapons**

The weapons listed below are considered illegal unless specifically authorized by competent authority and are prohibited on DoD installations. Violations may result in criminal prosecution under the applicable federal laws.

- Switchblade knives or knives with any type of automatic blade release.
- An incendiary/explosive weapon (e.g., grenades, flash bangs).
- Fireworks
- Homemade mortars, aka "tennis ball launchers" or similar devices.

#### **14.25 Key Control**

The Contractor shall establish and implement procedures to ensure all keys issued to the Contractor by the Government are not lost or misplaced and are not used by personnel other than current authorized Contractor employees. Contractor employees shall not use keys to open work areas for personnel other than Contractor employees engaged in performance of duties unless authorized by the Government functional director. The Contractor shall not duplicate any keys issued by the Government. The Contractor shall immediately report to the COR any occurrences of lost or duplicated keys. The Government may replace the affected lock or locks or perform re-keying and deduct the cost of such from the monthly payment due the Contractor.

#### **14.26 Security Container Combinations (Including Secure Rooms and Vaults)**

Combinations to security containers, secure rooms and/or vaults are classified at the level of the information stored within and must be properly safeguarded IAW AFI 16-1404, *Information Security Program*. Only Contractor employees, who have the proper security clearance and the need-to-know, will be given combinations to security containers, secure rooms and/or vaults. Contractor employees are responsible for properly safeguarding combinations. Contractor employees will not record security containers, secure rooms and/or vaults combinations without written approval by the Government functional director. Contractors will not change combinations to security containers, secure rooms and/or vaults without written approval by the security officer and the Government functional director.

#### **14.27 Security Alarm Access Codes**

Security alarm access codes are "*For Official Use Only*" and will be protected from unauthorized personnel. Security alarm access codes will be given to Contractor employees who required entry into areas with security alarms. Contractor employees will adhere to the Air Force activity operating instructions and will properly safeguard alarm access codes to prevent unauthorized disclosure. Contractor will not record alarm access codes without written approval by the Government functional director.

#### **14.28 Public Key Infrastructure (PKI)**

The Contractor shall possess public key infrastructure (PKI) certificates to use for digital signatures, authentication, message integrity and message confidentiality. For Contractor personnel eligible for a Common Access Card (CAC), these PKI certificates are automatically loaded on the CAC. Contractors who are not eligible for a CAC but who must communicate electronically with the DoD or Air Force must obtain PKI certificates that are compatible and acceptable for use with the DoD and Air Force. Sources for such PKI certificates include DoD-

- recognized External Certification Authorities (ECA) and certificate issuers that participate in the Federal Bridge Certification Authority (FBCA) program, but only those FBCA participants approved by the Air Force.

**15. Cost Control**

The Contractor shall demonstrate effectiveness in forecasting, managing and controlling task order costs. The Contractor shall provide total accountability, accuracy, disclosure, control, forecasting, estimating and overall management of all cost-based control activities including Monthly Status Report (CDRL A001), invoices, proposals, limitation of funds/costs notifications, etc.

If, during any month, the Contractor's costs vary more than  $\pm 10\%$  from the projected costs (indicating potential significant overruns/underruns of the NTE project level amounts), the Contractor will describe the cause(s) of the variation and explain the impacts in their Monthly Status Report (CDRL A001).